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# October 6-7, 2011 - Board of Trustees Meeting Minutes, Regular and Special Meetings

Board of Trustees, Central Washington University

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**Board of Trustees Minutes  
Special and Regular Meetings  
October 6 and 7, 2011**

**Approved Dec. 2, 2011**

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***October 6, 2011***

**Present**

Mr. Sid Morrison, Chair  
Mr. Keith Thompson, Vice Chair  
Mr. Dan Dixon  
Mr. Ron Erickson  
Ms. Pat Notter  
Ms. Kate Reardon  
Ms. Annette Sandberg  
Ms. Ivana Trottman  
Dr. James Gaudino, President  
Dr. Marilyn Levine, Provost/Vice President for Academic and Student Life  
Mr. George Clark, Vice President for Business and Financial Affairs  
Ms. Sherer Holter, Chief of Staff  
Mr. Alan Smith, Assistant Attorney General  
Ms. Sandra Colson, Executive Assistant

The special meeting was called to order by Chair Morrison at 4 p.m.

The Board discussed the state's current economic forecast and its potential impact to those areas of the state budget that are discretionary, which includes higher education. The state will issue a revised economic forecast in November and the Governor has called for a special session of the legislature, beginning November 28, to deal with what is expected to be a \$2 billion shortfall. In preparation, Vice President Clark and his staff have developed a model to reflect a ten to fifteen percent reduction in this biennium, as requested by the Office of Financial Management.

Vice President Clark reviewed the six-year budget plan that was approved by the Board at the June 2011 meeting. The Board discussed ways that a mid-year budget reduction could be mitigated to reduce impact on students and staff. They emphasized the importance of recruiting and retaining students in a budget environment that is enrollment driven.

Meeting adjourned at 6 p.m. and the Board joined Edmonds Community College President Jean Hernandez and members of the EDCC Board of Trustees for a social dinner.

*October 7, 2011*

**Present**

Mr. Sid Morrison, Chair  
Mr. Keith Thompson, Vice Chair  
Mr. Dan Dixon  
Mr. Ron Erickson  
Ms. Pat Notter  
Ms. Kate Reardon  
Ms. Annette Sandberg  
Ms. Ivana Trottman

**Others Present**

Dr. James Gaudino, President  
Dr. Marilyn Levine, Provost/Vice President for Academic and Student Life  
Mr. George Clark, Vice President for Business and Financial Affairs  
Ms. Sherer Holter, Chief of Staff  
Mr. Alan Smith, Assistant Attorney General  
Ms. Sandra Colson, Executive Assistant

Business Meeting Called to Order at 9:09 a.m.

**Changes to the Agenda**

Chair Morrison announced that an action item had been added to the agenda related to Contingent Emergent Reserves.

**Approval of Minutes**

**Motion 11-43:** A motion that the Board of Trustees of Central Washington University hereby approves the minutes of the Board Annual Planning Retreat, regular and special meetings, of July 20-22, 2011 was presented by Mr. Dixon and seconded by Ms. Sandberg. Motion carried.

**Chair Report**

At their July planning session, the Board agreed to complete a number of action items in support of the university's strategic plan. Chair Morrison reported on two areas where he has been active: interfacing with Ellensburg and the surrounding community and the legislative relationship. Chair Morrison and Dr. Gaudino met with legislators at the Central Washington State Fair during the last week in September and talked about the economic impact the university has in the central Washington corridor. Chair Morrison also reported on breakfast meetings that have been set up with six different community groups. He noted that at the meeting with county school superintendents he was surprised to learn that if children come to kindergarten unprepared that they may continue to be a year behind throughout their academic career. This may continue to place an additional burden to the educational system and is an issue that the university will work with the K12 system to address. He reiterated that the trustees have a dramatic opportunity to interface with the community and that they will continue to report on their strategic action items as we move farther into the year.

## **President's Report**

Dr. Gaudino discussed the important relationship that CWU has with its six university centers. He introduced Margaret Badgley, Assistant Vice President for University Centers and Community College Relations, who spoke about Central Washington University's thirty-five years of building relationships with community college students through 2 plus 2 pathways. She introduced students Caitlin O'Sullivan and Jordan DeChenne who began their academic careers at Edmonds Community College and are now completing their degrees at CWU Lynnwood. Caitlin and Jordan both spoke about their positive experience with the approachable, supportive CWU Lynnwood faculty and staff. Professor Khodi Kaviani, Education Program Director, also spoke positively about his experience as a faculty member at the Center.

President Gaudino completed his report by sharing some of the discussions that he has participated in as a member of the Governor's Higher Education Task Force. He noted that the university center model is one that will help meet the state's desire to increase the four-year degree attainment.

## **Action - Resolution 11-08 Honoring Pat Notter**

Trustee Pat Notter announced her retirement from the Board this fall and this meeting will be her last. In honor of her service on the Board, Trustee Reardon read Board of Trustees **Resolution 11-08**:

***Whereas***, Ms. Patricia M. Notter was appointed to the Board of Trustees of Central Washington University by Governor Chris Gregoire on December 8, 2006, and served with distinction through October 7, 2011, and

***Whereas***, Ms. Notter participated in the processes that resulted in the hiring of President James L. Gaudino, and through her commitment to President Gaudino and his administration, as well as the administration of President Emerita Jerilyn S. McIntyre, strengthened university governance and transparency, and

***Whereas***, as board liaison to the CWU Foundation Board, Ms. Notter fostered solid connections between the Board of Trustees and the CWU Foundation Board, and

***Whereas***, Ms. Notter's broad knowledge of the university and its mission and goals enabled her to mentor new trustees and provide a context from which to view new initiatives and examine issues, and

***Whereas***, Ms. Notter participated in board actions that resulted in two new student residence halls on the Ellensburg campus, Wendell Hill Hall and Barto Hall, and

***Whereas***, during an extended period of state economic downturn and decreased state funding of higher education Ms. Notter's thoughtful, intelligent, and respectful consideration of the issues before the board strengthened discussion and demonstrated a solid commitment to preserving the strengths of the university, and

***Whereas***, Ms. Notter consistently demonstrated her commitment to the students, faculty, and staff of Central Washington University through her committee service, attendance at university events, and leadership on critical issues facing the university,

***Now therefore be it resolved***, that the CWU Board of Trustees honors Pat Notter on behalf of the thousands of lives she has touched and wishes her well in her retirement.

Adopted and signed this 7th day of October, 2011.

Sid Morrison, Dan Dixon, Kate Reardon, Annette Sandberg, Keith Thompson, Ron Erickson and Ivana Trottman

**Motion 11-44:** A motion that the Board of Trustees of Central Washington University adopts **[Resolution 11-08]** honoring Pat Notter for her service to the Board on behalf of Central Washington University presented by Mr. Dixon and seconded by Ms. Reardon. Motion carried.

Trustee Notter said that she is leaving with mixed emotions, but thanked the Board, President Gaudino and Katie Gaudino, noting that it had been a huge honor to be a part of this team.

## **BOARD COMMITTEES**

### **Academic and Student Life – Annette Sandberg and Ivana Trottman**

#### **Information - Board Academic and Student Life Strategic Plan Action Item**

As part of the Board's strategic plan action items related to student success and investment in student government, Trustees Sandberg and Trottman were in attendance when the President's cabinet met with the ASCWU Board of Directors on September 23 to discuss shared governance, the budget and the student success program. Trustee Sandberg commended the University for becoming more efficient and effective in program delivery.

#### **Information - Enrollment Management Plan Task Force Recommendations**

Dr. Levine reported that the Enrollment Management/ Financial Aid Task Force have created an enrollment management plan based on the three areas of admissions and recruitment, financial aid, and retention. The plan includes over 50 recommendations that align with the university's strategic plan: "changing the mix" of students but maintaining high quality educational delivery through small course sizes and individual attention by faculty; a focus on international students, veterans; and increasing online program delivery. In addition to the recommendations, the enrollment plan pioneers a new method of calculation for student recruitment that analyzes student demand for majors, program capacity, career opportunities, and graduation rates.

#### **Information - Academic Planning**

Provost Levine reported that academic planning has built on the strengths of strategic planning, enrollment management planning, and the normalization of budgeting processes. The Academic Planning Task Force (APTF), led by Dean Kirk Johnson, is developing recommendations for program enhancements, reductions and eliminations. The timeline for the task force to complete their work, including campus-wide input on the recommendations, is the beginning of winter quarter.

#### **Information - Student Success Plan Update**

Provost Levine reported that the student success plan was discussed in numerous forums and received hundreds of pieces of feedback. Following that process, she created a Student Success Implementation Task Force, which delivered a report that included the following recommendations:

- The new Student Life area enhances three core areas of student success: 1) the Veterans Center, 2) combine the Center for Excellence in Leadership with the Civic Engagement Center, and combine the Center for Student Empowerment with the Diversity Center and 3) reorganize the Campus Life area with a flat organizational structure.
- The new Student Achievement area enhances two core areas of student success: 1) academic resources and support in the creation of a Learning Commons and 2) academic advising to facilitate more effective student transitions through the various stages of their academic experience; and

- The University Housing and Student Living area reconfigure the organizational unit related to Student Conduct to incorporate a new emphasis on Student Rights and Responsibilities. In addition, it creates a new office of First Year Experience to enhance student engagement and student success.

The next stage of the process is to hold discussions at the start of the term with student, faculty and staff constituencies. Trustee Sandberg thanked Provost Levine and Dean Bergman and his staff for the work that has been done on this, noting that it has been a “heavy lift.”

#### **Information - Westside Career Services Counselor Position Justification**

Provost Levine reported that this position was approved by the trustees at the June 10, 2011 meeting, pending final review and recommendation by the Dean for Student Life. This review has been completed and based on the Dean’s recommendation, the unit is moving forward on filling the position.

#### **Information - Student and Activity Fee 1% Across-the-Board Budget Reduction Implementation Update**

Provost Levine reported that the 1% reduction to Services and Activity Fee programs was requested by the students last June. She assured the Board that there have been no reported repercussions related to the reduction.

#### **Business, Finance and Audit – Keith Thompson and Pat Notter**

#### **Action - FY 2012 Operating Budget Report**

Vice President Clark provided an update on the current fiscal year operating budget and discussed the marketing and recruitment efforts that are being used to ensure that we meet our enrollment target of 9800 FTE. He noted that the admissions group was given an additional \$200,000 in support of these efforts and that enrollment data is now shared across departments on a regular basis. In an effort to improve transparency, the Deans, Faculty Senate, and support management team are briefed on where monies have been deployed and how actual expenditures compare against budget projections so that decision making is empowered at the point of activity.

Vice President Clark reiterated information shared with Board members the night before regarding the Washington state revenue forecast and presented a financial model based on the assumption that state support will be reduced 10% in both fiscal years 2012 and 2013. He requested Board support to use carry-forward funds and contingent/emergent reserves in fiscal year 2012 and noted that if the reduction is greater than 10%, the Board will be presented with additional options at the December meeting.

**Motion 11-45:** A motion that the Board of Trustees of Central Washington University hereby approves the utilization of Contingent Emergent reserves of up to \$3M to address potential Washington state budget reductions for FY 2012. CWU management will provide additional details regarding reserve requirements during the December 2011 Board meeting was presented by Mr. Thompson and seconded by Mr. Dixon. Motion approved.

#### **Information - West Waiver Report**

Vice President Clark reported on the various waiver programs available and explained that the university has authority to waive up to 9 percent of total tuition. The Board of Trustees provides authority to the President to approve West Waivers which were named for a former state senator from Spokane. There

are also scholastic waivers awarded by the President; waivers for programs such as Douglas Honors; international and out-of-state waivers; athletic waivers and waivers that are at the discretion of the Deans. The waiver program helps to construct our student profile and is an important component to offset tuition increases.

#### **Information – Securitization**

Vice President Clark explained that students, working with our financial aid office, have access to multiple federal and private sources of financial aid funding: federal direct subsidized and unsubsidized loans, federal direct parent PLUS loans, Federal Direct Graduate PLUS loans, Federal Perkins Loans, and private education loans by lenders such as Sallie Mae, Wells Fargo, US Bank; Chase Bank and Boeing Employees Credit Union. He noted that the availability of these loan sources with favorable rates preclude pursuing a securitization option at this time, but the university will continue to assess this option as tuition models change. Trustee Erickson along with the other board members agreed with the assessment.

#### **Action – Approval to Increase Teacher Certification Fee**

Vice President Clark reported that the Office of Public Instruction (OSPI) adopted an emergency rule establishing an additional \$33 application processing fee for each initial educator certificate and subsequent actions, effective October 1, 2011, and requested Board support to add this fee to the approved fee list.

**Motion 11-46:** A motion that the Board of Trustees of Central Washington University hereby approves the \$33 OSPI application processing fee as submitted, effective October 7, 2011, was presented by Mr. Thompson and seconded by Mr. Erickson. Motion approved.

#### **Action – Architect/Engineer Consulting Contracts**

At the recommendation of Mr. Thompson, the Board consolidated three action items related to architect/engineer consulting contracts.

**Motion 11-47:** A motion that the Board of Trustees of Central Washington University, predicated upon the receipt of funding, hereby delegates authority to the Vice President for Business and Financial Affairs or designee to award an Architect/Engineer consultant contracts for the Science Phase II, Nutrition, Exercise & Health Sciences Predesign Study, and Samuelson communication and Technology Center projects was presented by Mr. Thompson and seconded by Ms. Sandberg. Motion approved.

#### **Public Affairs and Government Relations – Dan Dixon and Ron Erickson**

##### **Information - Legislative Update**

Linda Schactler reported on the revenue forecast and upcoming special session of the legislature; a copy of the legislative briefing was included with the Board materials.

##### **Information - Board Strategic Plan Action Item for Marketing**

As part of the Board's strategic plan action items to explore branding and communication strategy, Linda Schactler reported on her meetings with Trustees Dixon, Erickson and Reardon. She discussed the new web site that will standardize, simplify, and streamline use navigation. The group also has looked at other new initiatives which include informing outreach with research, targeting student recruitment, leveraging video expertise in order to grow investment in CWU.

**General – Kate Reardon and Sherer Holter**

**Information – Board Strategic Plan Action Item for Community Outreach**

As part of the Board's strategic plan action items for community outreach, Ms. Holter reported that a series of community breakfast meetings are scheduled this month with various community groups. A summary of ideas and suggestions from these meetings will be provided to the Board at the December meeting.

**Information – Board Strategic Plan Action Item for Foundation and Alumni Engagement**

As part of the Board's strategic plan action items for foundation and alumni engagement, Ms. Holter reported each group is committed to increased cooperation. Foundation Board member Brad Fitterer, Alumni Association President Todd Mason met with Trustee Thompson to discuss what might be done to allow both boards to help each other and to better integrate with university needs. At the invitation of Chair Morrison, Todd Mason also spoke about discussions within the Alumni Association Executive Committee on ways that they can better serve their members and the university. Mr. Mason added that the executive committees of both boards will meet next Friday, October 15, during homecoming weekend.

**Information – Official Notice to Employees from the Public Employment Relations Commission**

Ms. Holter reported that the Public School Employees (PSE) of Washington filed an unfair labor practice complaint (PERC 21781-U-08-05559) with the Public Employment Relations Commission (PERC) against Central Washington University in June 2008. On appeal by CWU, PERC issued its decision (10413-A-PSRA), which affirmed part of the decision in favor of the university but stated the university was obligated to provide adequate notice of the decision and to bargain the effects of the decision. As required by the PERC order, the Official Notice to Employees has been posted and Ms. Holter read the notice into the record. (A copy of the notice has been appended to the official minutes of this meeting.) It was also noted for the record that the University will continue to bargain the impacts.

**Action – Approval of Changes to the University Retirement Plan**

Ms. Holter explained that during the 2011 legislative session Engrossed Substitute House Bill 1981 was passed, which limited the authority of the state's public college and university Board of Regents and Trustees to establish eligibility for participation in the higher education retirement plans. Consequently, sections 2.10 and 3.1 of the CWU 403(b) Retirement Program must be modified to reflect the changes which took effect July 1, 2011.

**Motion 11-48:** A motion that the Board of Trustees of Central Washington University hereby approves changes in section 2.10 and 3.1 of the CWU 403(b) Retirement Plan was presented by Ms. Reardon and seconded by Mr. Dixon. Motion carried.

**Action – Approval of Changes to CWU Policy 1-70-010, Bylaws of the Board of Trustees**

Ms. Holter explained that the proposed changes to the board's bylaws resolution simplify the language. In addition, the title of the treasurer of the board has been added to the list of staff who serve the Trustees during meetings.

**Motion 11-49:** A motion that the Board of Trustees of Central Washington University hereby adopts proposed changes to the Bylaws of the Board of Trustees [**Resolution 11-09**] was presented by Ms. Reardon and seconded by Ms. Sandberg. Motion carried.



**Action – Approval of Changes to CWU Policy 1-80, Delegations of Authority**

Ms. Holter explained that the proposed changes to the board's delegations of authority resolution for appointing and contracting reflect the university's recent organizational changes. The changes reinforce the authority provided to the appointing authorities, as delegated by the president to appoint, discipline, and terminate faculty and to make and change the assignments of faculty pursuant to the academic code or faculty union contract and to appoint, discipline and terminate exempt employees as defined in the exempt employee code. The proposed change states that all additional resolutions of the Board of Trustees will be maintained in the president's office and shall be accessible on the board of trustees' website. Finally the proposed changes do not impact the board of trustees' authority to grant tenure to faculty.

**Motion 11-49:** A motion that the Board of Trustees of Central Washington University adopts proposed changes to the Delegations of Authority Resolution [**Resolution 11-10**] was presented by Ms. Reardon and seconded by Mr. Dixon. Motion carried.

**Action – Adoption of CWU Procedure 1-20-010, Proposed Changes to the Board of Trustees Resolutions.**

Ms. Holter explained that the proposed changes to the board of trustees' resolutions delegating appointing or contracting authority should be routed through the appropriate vice president to the president's cabinet for discussion. If approved, the changes can be forwarded to the secretary to the board of trustees for board review and action.

**Motion 11-50:** A motion that the Board of Trustees of Central Washington University adopts procedure 1-20-020 [**Resolution 11-11**] was presented by Ms. Reardon and seconded by Mr. Dixon. Motion carried.

**Action – President's Contract**

On behalf of the Board, Chair Morrison stated that from the first day of his tenure, the Board has asked Dr. Gaudino for the impossible: continue to build and enhance our university to prepare it to move to the next level, while managing the loss of more than 40 percent of state funding. He commended Dr. Gaudino for quickly grasping the gravity and inevitability of what was happening to higher education funding in Washington, and for speaking to university and external groups about the need to develop new funding and service models, built a strong and capable leadership team, and launched an aggressive retooling of a university that had grown highly reliant on the long-term security of state funding into a dynamic institution capable of charting and achieving its own vision of itself.

The Board noted some of Dr. Gaudino's specific accomplishments:

- CWU has reviewed and significantly modified its strategic plan using a very open and collaborative process
- CWU has developed processes for more effective relationships between planning, budgeting, and evaluation
- CWU has moved from charting its course from budget to budget and has begun to set expectations for future years ahead and laying the foundation for pathways to get there
- CWU's budgeting practices have been moved to greater and greater transparency, decision-making has been decentralized, and data and reporting processes are being greatly enhanced which allows decision-making at all levels of the organization to be information driven

- CWU has simultaneously increased enrollment and elevated the quality and diversity of its student body, both all-time highs
- CWU has lowered administrative overhead and has reorganized major units to better meet its mission
- CWU has protected the essential functions of the university and has suffered significantly fewer personnel reductions than have the other state universities
- CWU's visibility and level of influence in Washington's business and governmental communities has grown dramatically

The Board noted for the record that Dr. Gaudino has exceeded their high expectations, and that they believe in his personal commitment to the university and to the well-being of our current students as well as the future students. They reiterated that it is important that there is long term continuity of leadership; and it is the Board's desire to ensure that that Dr. Gaudino at the helm of CWU for many successful years to come.

**Motion 11-50:** Mr. Erickson presented a motion that the Board of Trustees of Central Washington University accepts the amendments in Articles 2, 3, 4, 6, and 10 and deleting old article 9 in Dr. Gaudino's contract which includes: establishing a five year contract, ending July 31, 2016, instead of a rolling three year contract; modifying the termination for convenience provisions based on the five year contract change and to ensure compliance with federal regulations; and that he will be entitled to at the end of the five year term or prior to that time based on specific vesting criteria as outlined in the amended contract a retention incentive of \$500,000. The motion was seconded by Mr. Thompson. Motion approved.

## **REPORTS**

### **Faculty Senate**

The Faculty Senate did not submit a report.

### **Exempt Employee Association**

The Exempt Employee Association did not submit a report.

### **Employee Council**

A written reported was included in the agenda materials.

### **Associated Student of Central Washington University (ASCWU)**

A written reported was included in the agenda materials. BOD President Steve Ross was present and spoke about ways the BOD is working to build communication between the students and the BOD, administration, board of trustees, and alumni and encouraged to the audience to send the BOD ideas on ways to support this process.

### **Communication Report**

The Board acknowledged receipt of the following communications: 1) Letter from Barbara Renick, dated August 2, 2011. Ms. Holter noted that the allegations contained in her letter were investigated and had not been substantiated; 2) Letter from Steven Ross and Paul Stayback on behalf of the ASCWU-BOD, dated Aug. 3, 2011; and 3) Email from Noella Wyatt, dated August 19, 2011. Copies of each letter were included with the agenda materials. Chair Morrison noted that all correspondence to the Board

becomes part of the public record and that the board had asked Ms. Holter to prepare policy and procedure so that people who communicate with the Board know the process. Chair Morrison asked if any members of the Board wished to comment on any of the communications received and, hearing none, proceeded to the consent agenda.

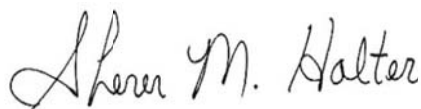
#### **Consent Agenda**

**Motion 11-51:** A motion that the Board of Trustees of Central Washington University approves consent action items and receives report items submitted October 7, 2011 was presented by Mr. Dixon and seconded by Ms. Sandberg. Motion approved.

Meeting adjourned at 12:45 p.m.

#### **Next Meeting**

The next special and regular meetings of the Board of Trustees are scheduled for December 1 and 2, 2011 on the Ellensburg campus.



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Sherer M. Holter, Secretary to the  
Board of Trustees  
Central Washington University



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Sid Morrison, Chair  
Board of Trustees  
Central Washington University